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ABSTRACT

This monograph is the first of a series summarizing the work progress of the Human Services Manpower Career Center, a special research and development project funded by the U. S. Department of Labor. During its first 2 years of operation, the Center has: (1) undertaken basic occupational research to identify the human services occupations in the Chicago metropolitan area and to develop a conceptual framework for perceiving and structuring jobs in this expanding industry, (2) studied the manpower utilization patterns of several state human services agencies and designed career systems to provide maximum opportunities and new workers, (3) designed a core curriculum for entry and middle level workers in human services agencies, and (4) developed a model for neighborhood-based child care services in the inner city. In addition to describing the origins, objectives, staff, and work progress, the monograph also includes a brief summary of the content of the remaining monographs, available as VT 016 354 and VT 016 356-016 359 in this issue. (SB)

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NUMBER ONE
IN A SERIES OF FIVE
MONOGRAPHS SUBMITTED
AS A WORK PROGRESS
REPORT TO THE MANPOWER
ADMINISTRATION OF
THE UNITED STATES
DEPARTMENT OF LABOR

1

an overview of the work progress report

VT016358

BY THE
HUMAN SERVICES
MANPOWER CAREER CENTER
ILLINOIS BUREAU OF
EMPLOYMENT SECURITY

U.S. DEPARTMENT OF HEALTH,
EDUCATION & WELFARE
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MANPOWER FOR THE HUMAN SERVICES

A Work Progress Report submitted in a series of five monographs to the Manpower Administration of the United States Department of Labor under Contract No. 82-15-70-22

MONOGRAPH NUMBER ONE

AN OVERVIEW OF THE WORK PROGRESS REPORT

ILLINOIS BUREAU OF EMPLOYMENT SECURITY
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HUMAN SERVICES MANPOWER CAREER CENTER
Myrna Bordelon Kassel, Ph.D., Director

JUNE 1971

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This report on a special manpower project was prepared by the Human Services Manpower Career Center under a contract with the Manpower Administration, U. S. Department of Labor, under the authority of the Manpower Development and Training Act. Organizations undertaking such projects under the Government sponsorship are encouraged to express their own judgment freely. Therefore, points of view or opinions stated in this document do not necessarily represent the official position or policy of the U. S. Department of Labor.

The monograph series was prepared by Myrna Bordelon Kassel, Ph.D., Director, Human Services Manpower Career Center.

Information on how to obtain additional copies of this report and of others in this series may be obtained from the Office of Research and Development of the U. S. Manpower Administration, Washington, D. C. 20210.

This document is Number One in a series of five monographs which summarize the work in progress of the Human Services Manpower Career Center. The Center was established in July, 1969 by the Illinois Employment Security Administrator with the assistance of a United States Department of Labor, Manpower Administration, Office of Research and Development, planning grant. In 1970, Contract No. 82-15-70-22 was awarded to the Illinois Bureau of Employment Security by the same agency to enable the work of the Center to continue for a second year.

The monograph series includes the following five parts:

I. AN OVERVIEW OF THE WORK PROGRESS REPORT

II. CAREER SYSTEMS IN STATE HUMAN SERVICES AGENCIES

III. A CORE CURRICULUM FOR ENTRY AND MIDDLE LEVEL WORKERS IN HUMAN SERVICES AGENCIES

IV. COMMUNITY ORGANIZATION FOR ALLIED HEALTH MANPOWER

V. NEIGHBORHOOD-BASED CHILD CARE SERVICES FOR THE INNER CITY

AN OVERVIEW OF THE WORK PROGRESS REPORT

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I

THE HUMAN SERVICES MANPOWER CAREER CENTER

A. ORIGINS

The Human Services Manpower Career Center came into existence on July 1, 1969 as a special research and development project funded by the United States Department of Labor. The Center was located within the Illinois Bureau of Employment Security under the direct supervision of the Employment Security Administrator.

The Center was therefore established as part of the apparatus of Illinois State government. Its charge was to focus its efforts on the Chicago metropolitan area. It has been one of the strengths of the Center that it was thus able to work within and across many levels and jurisdictions of government.

The original impetus for the Center came from the Illinois Department of Mental Health in the late months of 1968 as it moved to expand its community-based mental health programs. It was clear to the Department that the success of these efforts depended heavily on the capability of many kinds of local agencies and organizations to assume large new responsibilities for the planning and administration of their community mental health services. One of the critical gaps in this effort was seen to be the acute scarcity of trained manpower in the human services.

It was appropriate to bring this problem to the Illinois Bureau of Employment Security, the agency directly engaged in manpower development and training for the State. The Employment Security Administrator responded in January, 1969 by appointing an inter-agency Planning Group of fifteen persons to explore the possibilities for developing a program to recruit, train and utilize new manpower for the human services.

Four months later this group organized a Partnership in Planning Conference which brought together 104 persons representing 56 agencies. The purpose of this meeting was to sound out the need and to explore the commitment of these persons to the concept of inter-agency planning and program coordination for human services manpower in the Chicago metropolitan area. What took place at that meeting reinforced the decision of the Administrator to seek funds for the establishment of a Human Services Manpower Career Center.

B. OBJECTIVES

The United States Department of Labor responded by awarding a $50,000 grant to support the planning and development of a Center designed to:

> serve as an information clearinghouse for community manpower groups working on various aspects of human services manpower development;

identify and assist local and national agencies in their efforts to develop manpower planning procedures, design new job classifications, upgrade salaries and broaden career opportunities for workers in the human services occupations;

provide machinery for collaborative planning, research and program implementation in the human services field; and

strengthen Employment Service capability for job analysis, job development, the counseling and placement of human services manpower.

In March, as the Center moved from planning into active operations, a $40,000 supplementary grant was awarded to the Center for the balance of the fiscal year. In June, 1970 the Manpower Administration announced its decision to issue a contract to the Center for a second year of operation in the amount of $204,033.

C. STAFF

The staff of the Center consisted during this period of ten full-time persons, seven of them program workers and three clerical. As exponent of the team concept in human services agencies, the Center attempted to apply these principles to the ways in which the staff was utilized.

Each member of the professional staff, while carrying primary responsibility for program development in a specific area, also functioned as a generalist, interacting with and supporting others in what has been a rapidly developing scene of operations. One program coordinator was assigned to each of the following three areas: education, health and child development. Depending upon the work load and the skills required in a particular project, the coordinator was supported by one or more staff members when needed. The secretarial staff of three was supervised by an Administrative Assistant who also managed personnel and fiscal matters. In selecting staff for the Center persons were sought who were not only professionally equipped to do what is essentially a ground-breaking job but who also shared a commitment to the values and purposes of the Center.

II

ACKNOWLEDGEMENTS

Characteristic of the work style of the Center staff is our commitment to integrate the efforts and energies we can offer with those of many agencies, jurisdictions of government and community organizations. In every sense,

therefore, the contents of this document are the product of a great many people who have collaborated either in the research operations, in the efforts to build consensus and thus formulate guidelines on controversial questions or in the development of strategies for program implementation. Some individuals have been active participants across the board.

The staff of the Center, a complement of ten full-time workers, has provided the underpinning and support for the momentum generated by these community linkages. The work progress described in this document, therefore, is essentially the product of the Center staff augmented by community resources and consultants. Among the consultants who have made significant contributions to the Center we are indebted to the Public Service Institute which was engaged by the Center to undertake the field studies and develop the career ladder models in the Department of Corrections and the Department of Children and Family Services. The Public Service Institute was also assigned the task of inventorying the human services occupations and conducting the vacancy system feasibility study. Social and Educational Consultants provided Elias Picheny's services as project coordinator for the day care study. Through the Upjohn Institute for Employment Research, the Center was able to engage Dr. Sidney Fine and his staff for the training of sixty-two persons in State and Chicago agencies in the application of systems theory to task analysis and job design. Members of the staff of the Social Development Corporation, the University Research Corporation and the Institute for Public Administration at New York University have participated in conferences culminating in the establishment of the Interim Organization for Chicago Area Allied Health Manpower. We are also grateful to Al Portis and Mary Nelson of the Christian Action Ministry who have generously consented to share the contents of their comprehensive child care plan with the readers of this report.

III

THE HUMAN SERVICES SECTOR

One of the compelling reasons for establishing a Human Services Manpower Career Center was to explore the manpower implications of this rapidly growing sector of the national economy. In assuming this responsibility, we considered it essential to make a systematic effort to identify the scope and substance of this sector, including the occupations, present and emerging, which fall within its range. It was this concern which led us to undertake an inventory of the human services occupations as we encounter them in the Chicago metropolitan area.

While undertaking this occupational inventory, we began to explore a new way of perceiving the wilderness of job classifications, agencies, disciplines and technologies which characterize existing systems for the delivery of human services. We discovered that, while the term "human services" is now in widespread use, it remains an ill-defined concept. As for the occupations

themselves, successive generations of professionals, agency administrators, educators and personnel technicians have carved up the terrain in ways which are preponderantly self-serving, in that they do not contribute to the need for a rational, consistent and widely acceptable system for classifying and describing the human service occupations. Occupations in the human services, for example, have been established on the basis of such factors as:

1. Field of Professional Practice; i.e., social work, psychologist, nutritionist.

2. Nature of the Client Problem; i.e., alcoholics worker, mental retardation technician, poverty worker.

3. Age of the Client Population; i.e., child care worker, youth worker, geriatrics specialist.

4. Specific Intervention Techniques Utilized; i.e., behavioral science engineer, job coach, community outreach worker.

5. Duration of Service; i.e., long-term nursing home administrator, crisis intervention worker, day care aide.

These are only a few illustrations of what has proliferated over the years and has been institutionalized in civil service systems, licensure boards, tables of agency organization and college curricula.

A. TOWARD A NEW CONCEPTUAL FRAMEWORK

It has seemed useful to us to approach the task of definition and classification by first examining the needs of the person to whom the services are directed, the whole indivisable client.

We have defined a human services program as one whose major purpose is to enhance the security, health and personal development of each individual within the social system. In any particular service program many tasks primarily involving the use of data and things are required to carry out the service functions. We distinguish between these auxiliary occupations and those which fall directly into the human services by describing a human services occupation as one in which people-to-people interactions constitute the basic units of transaction between worker and client.

Although it is obvious that these definitions do not provide a neat solution and that many grey areas will persist, we suggest this as a useful beginning point.

Proceeding further from our concern with the total person who presents himself as a client for services, we have classified his needs into three broad categories. Within these categories we have identified twenty major service systems or human services industries. At this point it was our purpose merely to identify what exists in the Chicago area as established

systems of delivery rather than to superimpose our own recommendations for how these services might be organized. For example, child care and mental development services might well be integrated conceptually and programatically with education services. We have nevertheless kept them separate, since, except for some beginning efforts to deliver these services in an integrated framework, they are presently provided through separate programs.

1. Environmental Services

This category includes services to the person in his role as a citizen-consumer. Programs in this area provide what we might describe as background services, in that they are or should be dispensed to persons as a basic commitment the community makes to all of its constituents. These programs involve the design and management of the physical and social environment and typically include many occupations of an auxiliary rather than of a direct human services function.

Within this branch we encounter the following ten service industries:

Law Enforcement	Consumer Protection
Fire Protection	Civil Rights
Building and Public Way Safety	Community Development
Environmental Control	Library Services
Environmental Design	Parks and Recreation

2. Health and Medical Care Services

In this second category we place services to the person in his status as a functioning bio-organism. Programs in this area provide health and medical care services to the individual. They, therefore, involve a wide variety of services ranging from ambulatory to extended health care, technical and supportive services of a diagnostic or therapeutic nature and public health programs directed toward individual clients.

The two service industries in this category are:

Public Health Maintenance
Medical Care and Treatment

3. Human Development Services

The third category is comprised of those human services to the person that affect his growth and development as a unique human being. The social purpose of these programs is to strengthen the competency of the individual to satisfy his own needs and to respond appropriately to the needs of others with whom he is related as parent, marriage

partner, child, sibling, employee, friend or colleague. Here individual client differences are particularly vital and the personal response of those providing the service is often the essence of what is required to encourage the desired behavioral outcome.

The following eight service industries fall within this branch:

- Education
- Emotional and Behavioral Development
- Mental Development
- Correctional Behavioral Development
- Social Development (Income Maintenance)
- Social Development (General)
- Vocational Development
- Child Care and Development

When we bring these three categories of human services together, what emerges is a concept of the total person and his entire spectrum of need as a consumer of human services.

We find this a more satisfactory and humanistic frame of reference for the analysis of human services systems and occupations than those which classify programs in terms of the territorial claims of specific professional disciplines, the age characteristics or problems presented by various client groups or the particular technology a human services worker may use in his intervention with a client.

B. THE OCCUPATIONAL INVENTORY

Building upon this conceptual framework, the Center began in 1969 to inventory the human services occupations in the public jurisdiction which serve the Chicago metropolitan area. Job class specifications were gathered from State, County and City governments and those considered to fall within the various human services categories were isolated. Brief summaries of the job descriptions, minimum qualifications for hiring, salary ranges and employing agencies were noted for each job class on a form developed for this purpose.

In 1971 this preliminary survey of public agencies became the basis of a more in-depth and comprehensive inventory of human services programs and occupations in both public and private sectors. The full-time attention of a special technical team provided by the Public Service Institute was focused on this project in March and work was in progress at the time in which this report was being written.* The data, which continually

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* In a subsequent report to be released in the fall of 1971, the inventory study will be fully described. For our purposes here we have placed in the Appendix a description of the scope and method of the study as well as a breakdown into human service industries of the 56,123 positions which had been identified by the middle of May.

change as new human service programs, occupations and positions come into being, or are revealed to the researchers, continue to be gathered. It is a formidable task indeed and one which calls for a long-range commitment to pursue the enormity of its detail. This project will, we hope, have established the base for a continuing effort. Such an effort might well be undertaken simultaneously and under Federal auspices in several communities. For, while specific job titles and position specifications may vary from place to place, we believe that the methods developed to inventory these occupations and the insights to be gained from a close examination of these occupations can be of practical assistance to key groups concerned with human services manpower.

Such studies can provide impetus to the simplification of relationships among job classes in coexisting civil service systems within a specific area, the rationalization and articulation of their classification systems and, more than likely, a reduction in the total number of classes in use. They can lead to agreements among various public and private agencies operating in the same community on minimum qualifications for entry, in terms of both prior training and experience for similar positions. Colleges and vocational schools that supply manpower for human services can begin to design core training programs more responsive to industry-wide needs and more firmly grounded in empirical knowledge about jobs in the human services and their relationships. Job training can be made less costly as these needs and relationships are better understood.

Finally, there are implications for the employee working in the human services. As his work becomes identified with the goals of a human services industry, and as he understands the central purposes and core content of the industry of which he is a part, he may then see his work as falling within a broad range of career possibilities. Such heightening and broadening of career potential within human service industries and across industry lines can become a reality, if program leaders and human service administrators make efforts to develop core contents in their respective industries and establish job relationships accordingly.

IV

THE SUBSTANCE OF THE MONOGRAPH SERIES

This series of five monographs has been written in an effort to communicate the learnings of the Human Services Manpower Career Center in Illinois to other persons and agencies who may be grappling with similar issues and problems elsewhere.

The documents were completed in the spring of 1971 when the Center was in its twenty-second month of basic planning, research and program design in a relatively uncharted territory. It is in every sense, therefore, an interim report of work in progress. The decision was nevertheless made to share with others the concepts, models and experiences which have emerged so far, even though many of these remain to be tested out and evaluated in the year ahead.

We hope in this fashion to engage in a two-way transaction. Some of our work can perhaps be directly applicable to the needs of other programs. For this reason we have reproduced in our report the complete actual contents of job descriptions for career ladders,the full texts of policy statements which have been developed on major issues affecting human services manpower and the specific instruments utilized in field studies and surveys. In return, we invite and look forward to the responses of readers of this report who may provide us with information and insights usefulto us.

The contents of this document include materials abstracted from studies, reports and guidelines developed collaboratively in the work meetings of ad hoc committees, task forces and on-going organizations with whom we are involved. Appendices and supplementary selected references are incorporated in the specific monograph to which they are relevant. In each case, the editorial task has been to extract the essential learnings that transcend our own local concerns. We have proceeded from this base of information and documentation to add analytical and evaluative comments of our own.

The report has been organized and published in five parts for two reasons. First, as one document its size was somewhat formidable. Second, it was assumed that certain readers interested in one aspect of the work, such as state career systems, might not find the health component, for example, directly relevant to their needs.

We do, nevertheless, recommend all five monographs to those who as generalists are concerned with the broad spectrum of issues in manpower planning and program development for the human services occupations.

Each monograph reports on a specific aspect of the Center's work. These subject matters have been selected because they appear to be of general interest and because they illustrate the diverse methodologies and approaches which can be employed in dealing with human services manpower problems within a State or local community.

A. MONOGRAPH NUMBER ONE

AN OVERVIEW OF THE WORK PROGRESS REPORT

This section of the report describes the origins, objectives and staff of the Human Services Manpower Career Center during its first two years of operation.

The contributions of various individuals and agencies to the work of the Center and to the contents of the report are identified and acknowledged.

A study currently underway to define the scope of the human services sector, to identify and classify the specific human services occupations which are found in the Chicago metropolitan area is described. The methodology utilized in this study and some of the preliminary findings are reported.

The content of each of the five monographs is briefly summarized as well as the materials included in the Appendices.

The final section of this monograph presents some of the conclusions which have emerged from the work of the Center and explores the relevance of these developmental efforts to comprehensive manpower planning for the human services. At all levels of government we observe a growing awareness of the need for developing the machinery and the techniques for assessing local and regional manpower needs, establishing priorities and measuring the effectiveness of programs which involve the massive investment of public funds. On these matters, perhaps our major contribution is to raise some of the unresolved questions which seem most pressing at this time to persons like ourselves who are working within the framework of state and local governments.

B. MONOGRAPH NUMBER TWO

CAREER SYSTEMS IN STATE HUMAN SERVICES AGENCIES

This section of the report describes the work of the Center in designing career opportunity systems in Illinois human services agencies. In Illinois efforts to design State career ladders preceded the award of Public Service Careers contracts to the State and City of Chicago. They began in the Department of Mental Health in 1965 with the development of a generalist Mental Health Worker Career series, approved by the Illinois Civil Service Commission in 1969. In the early months of 1970, the Illinois Department of Personnel requested the Center to undertake studies within two other Departments of State government for the purpose of designing comparable career ladders and training programs in the areas of child care and corrections.

Although the Mental Health career ladder was developed prior to the establishment of the Center, the Director of the Center was involved in its development. Because it was the first generic Mental Health Worker Career Series officially approved by a State Civil Service Commission in this country and its design has generated continuing interest, it is included in this document. It was also felt that some of the issues involved in developing congruent career systems within several sectors of a state's human services apparatus could be more fully illuminated by including the work in mental health.

In this monograph the techniques developed to conduct these studies, the relationships involved and the recommendations which were finally submitted to the service agencies and the Department of Personnel are described. In the Departments of Mental Health and Corrections, where the service programs themselves were undergoing significant changes, attention is focused on the implications of institutional change for manpower planning and utilization.

Drawing upon all of these experiences, we have extracted a set of guidelines which we believe may be useful to other agencies committed to the development and implementation of career opportunity systems in the human services agencies of State and local governments.

The Appendices in this monograph contain the full text of the class specifications developed for each of the three career ladders as well as some of the more significant findings of the field study teams.

C. MONOGRAPH NUMBER THREE

A CORE CURRICULUM FOR ENTRY AND MIDDLE LEVEL WORKERS IN HUMAN SERVICES AGENCIES

This section of the report offers a core curriculum for the training of workers in State human services agencies, geared primarily to the use of the community college for the training of entry and middle level human services generalists. The contents of this section represent the first cut into the difficult set of questions which arise around the issues of effecting basic change in educational institutions and their offerings.

Because of the Center's unique opportunity to study several major sectors of one state's human services apparatus, it has been possible to gain some perspective concerning the inter-relatedness of their manpower training needs. The Center is increasingly aware of the commonalities of knowledge, skill and attitude required of human services workers irrespective of whether they are employed in mental hospitals, correctional institutions, community health centers or agencies serving specific client groups such as children, alcoholics or the chronically ill.

In this monograph the three basic components of a human services core curriculum are described: those training components which are relevant to all the human services occupations; those which are specific to the field of work, such as, mental health or child development; and those which are specific to the actual job the worker is expected to perform in a particular setting.

State governments are urged to take the leadership in planning and implementing accredited training programs for their human services workers. Several alternative models are offered and evaluated for carrying out the State's training responsibility and specific guidelines set forth for agency-community college collaboration in the training and upgrading of employees.

A core curriculum for a two year community college program leading to an Associate of Arts Degree in the Human Services is outlined along with recommendations for improved training methodology, the application of available new technology for training and the enrichment of training faculties by the use of agency personnel and community leadership.

D. MONOGRAPH NUMBER FOUR

COMMUNITY ORGANIZATION FOR ALLIED HEALTH MANPOWER

High priority during the months of Center operation has been given to the acute manpower crisis in the allied health occupations in the Chicago area. This monograph describes the problem-solving model developed here, which is basically one of community organization for planning and program development.

In November of 1970 the Interim Organization for Chicago Area Allied Health Manpower was established following several months of preplanning by four prime co-sponsoring agencies: the Comprehensive Health Planning Agency of Metropolitan Chicago, the Chicago Department of Human Resources, the Illinois Bureau of Employment Security and the Mayor's Office of Manpower. By June of 1971 this organization had developed into a consortium of thirty-nine agencies and community organizations working together to strengthen the recruitment, training and utilization of allied health workers.

From these beginning efforts in one metropolitan area to integrate health manpower planning with planning for an improved health care system, some tentative guidelines can be offered for testing out in other communities. Thus, in this monograph a developmental model is presented for organizing a working coalition of concerned community groups, for identifying major tasks and proceeding to problem-solving joint actions.

Suggestions for the composition, objectives and organizational structure of such a local consortium are presented based on the Chicago experience, along with specific examples of how individual task forces can begin to attack the major problems involved in allied health manpower planning and development.

In the Appendix to this monograph two documents developed by the organization have been included. The first is a set of proposed Illinois guidelines for physicians' assistant programs. The second is a paper describing twenty-five barriers that restrict the effective recruitment, training and utilization of allied health manpower in the State of Illinois. Because of the widespread national interest in the use of physicians' assistants and the unfortunate fact that the barriers identified are of the common garden variety to be found in most states, we have reproduced the full text of both documents.

E. MONOGRAPH NUMBER FIVE

NEIGHBORHOOD BASED CHILD CARE SERVICES FOR THE INNER CITY

The urgent need for child care services in the inner city neighborhoods of Chicago stimulated the Center to undertake a special study in collaboration with the Illinois Board of Vocational Education and Rehabilitation. The purpose of this study was twofold:

(1) To develop a neighborhood-based program model for providing comprehensive child care services to disadvantaged inner city families and

(2) To design a manpower development and staffing plan which would open career opportunities in child care for welfare mothers and other residents of inner city neighborhoods.

This monograph describes the action research approach taken by the Study Committee which included child care workers, educators, welfare mothers, manpower specialists and concerned lay citizens. The recommendations which came out of the study call for the demonstration of a planned neighborhood network of child care mini-centers to be supervised by a central support unit. The program model includes comprehensive services to school age children and parents, with full utilization of the back-up resources of other community human services agencies. The document includes a staffing plan, a career development component and an implementation strategy widely adaptive to any community committed to full client and neighborhood participation in the delivery of child care services.

Following a presentation of the program model developed by the Study Committee is a description of how one community organization, the Christian Action Ministry in Chicago's West Garfield Park area has adapted this model in a child care plan for its residents. From this interaction between the Center and CAM the original model was enriched by the addition of a group home plan for infant care. The per capita costs of the entire program were also reduced because of the human services already available in this neighborhood through the resources of this extraordinarily creative community organization.

In the Appendix to this monograph detailed information is provided concerning the Study Committee, eligibility requirements for service, a proposed fee schedule and job descriptions for the entire program staff.

V

SUMMARY AND CONCLUSIONS

In this report we have described the work progress of the Human Services Manpower Career Center since July 1, 1969 when it was established as a demonstration project within the office of the Illinois Employment Security Administrator. During this two year period, the Center has:

(1) Undertaken basic occupational research to identify the human services occupations to be found in the Chicago metropolitan area and to develop a conceptual framework for perceiving and structuring jobs in this expanding service industry;

(2) Studied in depth the manpower utilization patterns of several major state human services agencies and designed career systems to provide maximum opportunities for present and new workers in these agencies;

(3) Designed a core curriculum for entry and middle level workers in human services agencies, utilizing the community college as the primary resource to be utilized in collaborative effort with employing agencies;

(4) Initiated and provided staff support for a broad inter-agency coalition concerned with improving the recruitment, training and utilization of allied health manpower in the Chicago area;

(5) Developed a model for neighborhood-based child care services in the inner city, utilizing indigenous manpower for staffing and a fully articulated career development component, and

(6) Began to explore the possibilities for utilizing job vacancy data as a basis for local health manpower planning in conjunction with emerging sub-area comprehensive health planning organizations.

Most of these efforts were undertaken for two basic reasons. First, they were responsive to the objectives set forth for the Center under the terms of the Federal contract. Second, they were perceived as high priority either by the Bureau of Employment Security, the Mayor's Office of Manpower and/or community organizations collaborating with the Center.

A. RESEARCH NEEDS

The Center has had difficulties, however, in establishing a balance satisfactory to all parties between the urgent need for basic research in the human services occupations and the urgent need for pragmatic solutions to immediate and pressing problems. We continue to attempt working at both levels. We do this because we are aware that many of our most immediate problems cannot be dealt with successfully unless we begin to acquire the necessary basic data for intermediate and long range planning in the human services manpower field.

It is extremely difficult for demonstration projects operating on a year-to-year basis to get at such longer range issues effectively. The concept of a human services industry is gaining acceptance but is still a new and unexplored territory. Much further work is required to establish its parameters, the nature of the services to be included and the occupational terrain.

In view of the limited amount of basic research being undertaken in this field throughout the country and the rapid expansion of the human services sector, we would recommend that the U. S. Manpower Administration begin to identify all of the major areas in which further research is required and to sponsor several long-range efforts to undertake this task. Certainly, one of the major objectives of such research should be to stimulate efforts within the current research operations of state and local Employment Services to provide more relevant local data for identifying and projecting manpower needs in the human services sector.

B. ROLES PERFORMED BY THE CENTER

It is evident from the description of our work that the Center has performed in a variety of roles. Some of these functions are new and unprecedented within the framework of a State Employment Service. Others are actually logical extensions of present functions and commitments of the Employment Service.

In each of these projects we have worked in different ways depending on what was required. Any specific project, for example, might find us functioning in one or more of these six major roles:

SPONSOR Taking the initiative to start something ourselves and to carry it forward;

CONVENOR Bringing people together who have a common interest;

BROKER Helping an agency to connect its need with outside available resources;

PARTNER Collaborating with others to accomplish a task we both agree needs to be done;

CONSULTANT Providing technical assistance on a time-limited or ongoing basis in response to a request;

ADVOCATE Representing and interpreting the needs, goals, and programs of a group or organization to others.

While some of these functions are characteristic of Employment Service operations in many states and communities, the Center has provided broader initiatives for the development of community-wide inter-agency

program coordination than has usually been the custom of Employment Service staff. The technical assistance functions performed by the Center have been more extensive, particularly in the public sector. While job analysis resources have been available within the Employment Service, they have traditionally been deployed to assist private industry rather than government or voluntary human service agencies. Finally, the Center has performed more actively in the advocacy role than is customary for most Employment Service operations, developing new program and manpower utilization models as well as strategies for implementation.

Are these viable roles for the Employment Service? Should they be developed as part of the on-going regular operations? How can a local Employment Service adapt and modify its present organization to meet the needs of human services employers and workers seeking jobs in these occupations? These are some of the questions we will address ourselves to in the coming year.

C. LOCAL MANPOWER PLANNING FOR THE HUMAN SERVICES

The most serious deficiencies in manpower planning for the human services occupations persist as a result of the general failure of manpower program planners and human services program planners to integrate and sustain their planning efforts at federal, state or local levels. Manpower planners are primarily focused on creating jobs for unemployed and underemployed persons. And in recent years, growing emphasis has been placed on the human services occupations as a major source of potential jobs for this target group. Success in these programs is generally measured by the numbers of people who can be recruited, trained and placed in jobs with ready-to-hire public and private agencies. In recent years, however, an effort has also been made to use the leverage of federal funds to press state and local employers for higher starting salaries, on-the-job training and commitments for the upgrading of entry level workers.

In other sectors of government and within the voluntary system as well, those agencies who are concerned with planning for human services programs grapple with another set of problems such as identifying and projecting service needs, re-examining established systems for delivering services and obtaining the funding and training resources to upgrade the quality of services delivered.

Only rarely does one encounter a manpower program planner who is as deeply concerned about the kind or quality of service delivered by a human services agency as he is about its ability to employ and upgrade numbers of disadvantaged persons. Similarly, human services agency administrators, who express a concern about their manpower problems, are generally more preoccupied with developing improved ways to utilize personnel to upgrade their service programs than with the hiring and upgrading of disadvantaged persons to fill budgeted vacancies.

What is lost between the cracks is our ability to deal with the disadvantaged worker seeking employemnt and the disadvantaged client seeking basic human services as one and the same individual.

While it is obvious that these two different perceptions of what has priority do exist and that each are unquestionably legitimate, sound manpower planning for the human services can take place only when both sets of priorities can be considered simultaneously. In the absence of such joint planning, manpower programs run the danger of becoming mere suppliers of entry level manpower to agencies with hard-to-fill low-paying jobs. With close collaboration between those planning for upgrading services and those planning for jobs, however, manpower programs can become effective instruments for bringing about needed changes in the delivery of human services.

How is this to be accomplished?

The machinery for integrating these two frames of reference for planning at federal, state and local levels is undeveloped at the present time. "The failures of CEP and of CAMPS to provide a comprehensive administrative framework for the manpower programs - failures that wasted resources and energies which could have been used more productively - indicate the dangers of any superficial though 'neat' exercises in administrative simplification."*

It is not within the scope of this report to deal with the myriad complexities involved in developing instrumentalities for comprehensive manpower planning for the human services on a national or even state level.

We are aware that in Illinois, as in other states, a thoughtful effort is being made to try to find pragmatic ways to take hold of the enormous task of planning, coordinating and monitoring the effectiveness of manpower programs. Early in 1969, Governor Ogilvie sponsored two major conferences on manpower and vocational education to which several hundreds of agencies and community leaders were invited. Out of both meetings came a strong plea for a state comprehensive manpower planning system. But, while the need is widely understood, both the capability and the massive investment of resources to mount such an effort are presently not equal to the task.

In the past year the Illinois Institute for Social Policy has proceeded to identify the basic problem areas around which data must be acquired

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* Levitan and Taggart III "Social Experimentation and Manpower Policy: The Rhetoric and the Reality." The John Hopkins Press, 1971.

if state manpower and human services programs are to be responsive to state-wide needs. Working with 1970 Census data, the Institute plans to extrapolate information pertinent to these problem areas. In North Carolina, the Ford Foundation has underwritten a pilot effort to develop a model state manpower plan. Other states, through their Departments of Human Resources and new manpower offices, are groping for realistic strategies which can be justified on a cost-benefit basis. These are all beginning efforts. We have encountered no one involved in any of these settings who considers this an easy undertaking or who is under the illusion that the proposed revenue-sharing and the decentralization of manpower programming will automatically produce a set of sophisticated solutions.

The absence of workable models for comprehensive manpower planning on a grand scale, however, does not preclude our consideration of specific techniques which can be developed on a local level to stimulate and sustain a planning cycle in one or more sectors of manpower programming within a community. This is the challenge which now faces both governors and mayors in shaping through the new Manpower Area Planning Councils the instrumentalities to attack the task.

D PROSPECTS FOR THE FUTURE

Two years ago when the Center began its work, the prospect for mounting effective new manpower programs were at an unprecedented high. Existing manpower efforts, such as those represented by the MDTA and the JOBS programs were enjoying modest but obvious successes, despite their limited funding. Commitments were being made at the Federal level to extend and accelerate the national effort. State and local governments in increasing number were expressing their interest in becoming active partners in an aggressive national attack on unemployment, underemployment and poverty.

This hopeful climate, however, has eroded as a result of the serious downward slide of the economy. These conditions have had a strong negative effect on programs and persons concerned with the recruitment, training, placement and upgrading of new manpower in all sectors of the economy.

Even in the best of times it is a notorious fact of American life that the human services have been chronically under-financed and understaffed . . . a perennial low man on the totem pole of national priorities. In the worsening economic climate which has developed during these past two years, however, many of these chronic problems have become more acute. As a result, a sense of unreality invaded all of our beginning efforts at the Center to generate a supply of new manpower, upgrade salaries, provide jobs and broaden career advancement opportunities for workers in the beleaguered human services.

What has sustained us, however, during this period is our awareness that:

(1) All long-range occupational studies and projections clearly point to a sharply rising effective demand for manpower in the human services occupations for the remainder of this century;

(2) Out of these recent decades of national experimentation with manpower programs, important lessons have been learned from both our successes and failures. It is a long way from the WPA to a Public Service Careers Program. For, despite totally inadequate funding and the unrealistic expectations held out for current programs, we remind ourselves that the intent, the guidelines and the strategies proposed represent more sophisticated and humanistic social policies.

Finally, the consumers of human services in growing numbers are beginning to articulate their needs, to organize more effectively and to move from rhetoric into the development of well-conceived program plans and strategies. We regard this movement as our strongest resource in accomplishing the Center's objectives.

During the coming year the Center will be exploring with the Employment Security Administrator and other concerned State and City agencies the possibilities for carrying forward all or parts of the work of the Center under more permanent auspices. In these discussions we will attempt to assess:

(1) Whether a Center such as this is viable as a special staff unit located in the office of an Employment Security Administrator;

(2) Whether its functions should eventually be spun off into one or more existing agencies; or

(3) Whether its sponsorship belongs in one of the new manpower agencies beginning to emerge in cities and states throughout the country.

These are some of the alternatives which present themselves. They are not mutually exclusive. A strong rationale exists for extablishing human services manpower units for planning and program development purposes at various levels of government and within the major agencies responsible for the recruitment, production and utilization of manpower in this sector. Perhaps only after several of these units are institutionalized will it be possible for them to interact effectively and to create a significant collective impact.

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THE HUMAN SERVICES OCCUPATIONAL INVENTORY FOR THE CHICAGO METROPOLITAN AREA

A. SCOPE AND METHOD OF THE PROJECT

When the project was undertaken, it was proposed that the geographical boundaries of the survey be coterminous with the six-county Chicago Standard Metropolitan Statistical Area identified by the United States Bureau of the Census as composed of Cook, DuPage, Kane, Lake, McHenry and Will Counties. Within that area the scope of the project was determined by the conceptual framework developed for the human services.

The next step in the process was the identification of human service programs as they are conducted within the six-county area. It was clear that most human service employment in the area is public employment, and that the three largest public employers are the State of Illinois, Cook County, and the City of Chicago. Additionally, however, there are five other county governments, about 110 active townships, 256 organized municipalities, 138 fire protection districts, 135 park districts, 48 sanitary districts and 18 special library districts that might employ human service workers falling within the study team's definitions. These are in addition to several large special jurisdictions or organizations centered in Chicago: the Chicago Housing Authority, the Chicago Transit Authority, the Chicago Board of Education, the Chicago Park District, and the Metropolitan Sanitary District of Greater Chicago.

In the private sector, there are 105 general hospitals in the area, predominantly private. There are some 264 nursing homes, 69 homes for the aged, and 27 sheltered care homes. Other private health or social service agencies were scattered into several different human service industry categories.

The sheer weight of numbers suggested at the outset that limitations would have to be made within this universe in order to enable the project to serve a useful purpose and in order to allow a reasonable coverage within the project's own limits of time and cost.

One of the first limitations agreed upon by the study group was that the survey would not extend at this time to the field of education, though it is clearly a human service category. Education is a much-surveyed and well catalogued field, but it was estimated that a very costly effort would be needed by the study team in order to gather basic quantitative information on human service occupations in this field. A number of teacher aides are employed in the area, almost all by the Chicago Board of Education. There were some indications that teacher aides were being cut back in school budgets outside the City of Chicago and that this program was not developed to any appreciable degree in any of the outlying jurisdictions.

We also decided that Federal employment in the human services occupations would be deferred at this time. The human service occupations in Federal employment in the Chicago area are mostly to be found in hospitals operated by the Veterans Administration or by the Department of Defense. There are no Federal prisons or detention centers in the area. Federal parole and probation staffs and some positions with the Food and Drug Administration, the Public Health Service and the Department of Agriculture would qualify as human service occupations, however. In order to have a complete picture of human service employment in the metropolitan area, Federal employment will at some point in time have to be added to the data base by the Center.

Hospitals and other health agencies were not immediately surveyed, because another project to be undertaken jointly by the study team and the Center would involve contacts with these agencies. That project, closely related to the human services inventory, was begun in late April, and was to extend through the month of June, 1971. Figures on health employment, then, were to be collected during the course of that project, then related back to the inventory. The same would be the case with child care programs, though considerable data was gathered from child care agencies during the months of March and April.

We then proceeded to identify the human service industries as well as the organizations and agencies operating within these categories. This activity involved the collection of directories of private agencies, the acquisition of budget, appropriations, personnel and other government documents and the development of extensive lists of smaller public jurisdictions in the area. Most of the directories were obtained from State regulatory or licensing agencies for private facilities and from an association of welfare agencies serving the area. The major government documents were easily acquired from the governments of Illinois, Cook County and Chicago. The list of small jurisdictions was compiled from several sources initially, but was completed by the purchase of a list of such organizations from a computer service bureau serving the area's regional planning commission, an Illinois State agency, with the permission, of course, of that agency. The list included municipalities, fire protection districts, sanitary districts, county officials, townships, park districts and library districts, plus an assortment of other special districts that were eventually set aside as containing no human service activities as defined in the project.

Before leaving the discussion of limitations, it should be stressed that the study team did not directly visit or contact the agencies actually employing the people working in human service occupations. It worked solely with administrators or with personnel technicians at the jurisdictional level. It was felt that this is the way a beginning had to be made. Questions of how people working in the various positions are actually being utilized must be answered in

future undertakings or studies of the Center or the Bureau. Employees whose actual work assignments do not follow the descriptions outlined in the class specifications or general job descriptions gathered in the survey were not seen, nor were such discrepancies detected where they might exist. Perceived in this way, it should be clear that this study is dealing with the expressed intentions of the various jurisdictions and private agencies with regard to any of the human service jobs considered, and not necessarily with the actualities of the job experience for any selected employees.

1. The Data-Collection Process

Having made identifications of the principal agencies and organizations employing people in human service occupations in the Chicago area, the task became one of identifying these occupations and discovering the kinds of jobs there are that might be attached to and identified by the various occupational titles.

Specifically, for every class of human service job identified within any jurisdiction or agency, the study group wanted to know the following:

(1) The class title.

(2) What work in each class entails in general terms: a job description or outline of typical task assignments.

(3) Minimum qualifications for hiring or for acceptance in each class.

(4) The current salary range for each class; or in the absence of a formalized pay plan, the range of actual salaries now paid employees by the agency or public jurisdiction.

(5) The numbers of positions budgeted or clearly available, whether filled or not, in each class for each employing agency. In the case of public jurisdictions, particularly the larger ones, this also requires an identification of the employing agency or agencies within the jurisdiction.

For purposes of recording this information, a form had been developed earlier by members of the study team in cooperation with the Center's staff. This form provided space for certain basic information concerning each position class. The form lends itself to a continuation of the data-gathering process in whatever specific areas we may explore to refine information from

the employing agencies on selection, promotion, budgeting and other processes relevant to human service employment. The form also allows for the development of a human services code, suggestions for which have been discussed between the study group and the Center staff in the past. The formulation of the code will have to await completion of the inventory, or at least must wait until such time as the universe of human service jobs becomes sufficiently clear in the process.

The data to be recorded during this project had to be gathered from several sources, which varied according to the type of employer surveyed. These sources and methods used by the study team are reviewed in the following sections.

a. State of Illinois, Cook County, City of Chicago

For these three large jurisdictions, employing the overwhelming majority of all human service workers in the area, attempts were first made to acquire a complete listing of position classes, the current pay plan, and as many class specifications as could be made available.

Identification of employing agencies for each class selected as a human service class was accomplished from appropriations documents for the current fiscal year in the cases of the City and the County, and from a "Personnel Detail" document issued by the State Bureau of the Budget. In spite of the availability of these excellent sources, however, an unexpectedly large bloc of time was consumed in discussion with staff members of the central personnel agencies of the three jurisdictions before the team's information was adequate. For the City and the County, the chief problem was in identifying positions funded from Federal sources that were not represented in the appropriations documents. In the case of the State, conferences with staff members of the Department of Personnel were chiefly consumed with determination of the numbers of human service employee positions in the identified classes that were located in the six-county area. The source document provided this information for positions located in State institutions in the area, but gave only State totals for other offices and agencies.

The State provided the study team with a complete set of State class specifications. Though the City and the County both cooperated fully with the study, there were some limitations on the availability of class specifications in both jurisdictions, a shortcoming that will doubtless be remedied as these become available, at which times the Center may continue to acquire them.

The class specifications, of course, gave the class titles (which in themselves were available in lists for all three jurisdictions), the minimum qualifications, and outline descriptions of duties and typical tasks. The pay plans when correlated with the classification plans revealed salary ranges. Numbers of positions in the metropolitan area and the agencies employing them were acquired in the manner described above, thus completing the list of data the team sought.

b. Other Counties, Large Municipalities, Large Special Districts

Letters were sent to twelve municipalities with populations currently estimated to be over 50,000, to the five counties in the area other than Cook, and to large special districts or specially organized agencies. The letter asked for their cooperation, described the study briefly, identifying the sponsoring agency and stated the purpose of the inquiry. It stated that a member of the study team would be in contact with the recipient of the letter. The letters were addressed to the executive heads of the jurisdictions, except that, for municipalities employing city or village managers, they were addressed to the managers. It was supposed that the letters would then be referred for appropriate action to some delegated person.

Almost all of these jurisdictions were ultimately visited by a member of the study team. The exceptions were those which immediately replied with a complete set of all data sought. All were at least engaged by telephone during the course of the study. All information available was acquired from this group of jurisdictions.

c. Smaller Municipalities, Townships, Smaller Special Districts, Child Care Agencies, Other Private Social Service Agencies

For all of these jurisdictions and agencies, numbering over 700, a basic questionnaire was developed, to be mailed to all with covering letters explaining the study and its purposes.

Though information gathered in this manner is spare, compared with that acquired from personal visit in the larger agencies and jurisdictions, it was considered to be adequate for the purposes of the study, and probably as complete as might be expected from a mailing of this kind. Follow-up telephone calls were made in a few cases. The response was generally good.

Controls for all mailings were established in a card file and on a series of wall charts, where all pertinent events involving the mailing, responses or other contacts were logged. Response levels in percentages were accounted for in graphs posted on a wall and periodically updated.

d. Hospitals, Nursing Homes, Other Health Agencies

These agencies were to be contacted during the course of the related study mentioned above. Nursing homes might have been included in the earlier mailings, but a decision was made to postpone these contacts until all health agencies might be approached at one time. Plans are to visit most of the hospitals in the same manner by which the larger municipalities were surveyed. This is necessary in the case of hospitals for the same reasons of size amd complexity of operation, but is essential in any case because of the nature of the related project. Health agencies which are part of public jurisdictions, of course, have been covered for purposes of the inventory during the course of surveying the public jurisdictions to which they belong.

2. Compilation and Organization of the Data

As the data was collected and recorded, the forms were held temporarily in stacks or folders corresponding to the jurisdictions or agencies whose employment practices they reported, until they could be reviewed by the designated team member.

The forms were then sorted according to the appropriate category in the conceptual framework of human services industries. In this manner, data was accumulated on industries and occupations according to this system of categories. That system itself had to undergo some adjustment to reflect the determinations made from examination of the data. Thus some sub-categories were collapsed when the data did not support the suppositions that underlaid their establishment.

At this time the accumulated data in the various categorical folders are being tabulated and evaluated. Gaps in information, where they exist are being filled in. These categorical groupings, when arranged satisfactorily will become the basis for further analysis.

TOTAL HUMAN SERVICES POSITIONS BY INDUSTRY AND EMPLOYING AGENCIES
AS OF MAY 11, 1971

(1) LAW ENFORCEMENT: 22,133 positions

City of Chicago Police Department
256 other municipal police departments or staffs
Cook County Sheriff
DuPage County Sheriff
Kane County Sheriff
Lake County Sheriff
McHenry County Sheriff
Will County Sheriff
State of Illinois Department of Law Enforcement
    Division of Patrol and Police
    Division of Identification
    Division of Investigation

(2) FIRE PROTECTION: 6,868 positions

City of Chicago Fire Department
(estimated) 125 other municipal fire departments
138 special fire protection districts
State of Illinois Department of Law Enforcement
    Division of Fire Prevention

(3) BUILDING AND PUBLIC WAY SAFETY: 964 positions

City of Chicago Department of Buildings
City of Chicago Department of Streets and Sanitation
    Bureau of Streets
(estimated) 225 other municipalities
Cook, DuPage, Kane, Lake, McHenry and Will counties

(4) ENVIRONMENTAL CONTROL: 610 positions

City of Chicago Department of Environmental Control
Cook County Department of Building and Zoning
    Environmental Control Bureau
Cook County Department of Public Health
    Engineering Division
DuPage County Department of Health
    Environmental Health Division
Lake County Department of Health
    Environmental Health Division
McHenry County Department of Health
    Environmental Health Division

(4) ENVIRONMENTAL CONTROL: 610 positions (Continued)

Will County Department of Health
Environmental Health Division
Chicago Park District
Metropolitan Sanitary District of Greater Chicago
(estimated) 16 special sanitary districts
(estimated) 32 municipalities
State of Illinois Environmental Protection Agency
State of Illinois Department of Public Health
Bureau of Environmental Health

(5) ENVIRONMENTAL DESIGN: 179 positions

City of Chicago Department of Development and Planning
City of Chicago Department of Urban Renewal
Cook County Bureau of Administration
Department of Planning and Development
DuPage County
Kane County
Lake County
McHenry County
Will County
Northeastern Illinois Regional Planning Commission

(6) CONSUMER PROTECTION: 265 positions

City of Chicago Board of Health
Division of Regulatory Inspection of Sanitary Practices
Division of Laboratory Testing and Analysis
City of Chicago Department of Consumer Sales,
Weights and Measures
Cook County Department of Public Health
Engineering Division
DuPage County Department of Health
Lake County Department of Health
McHenry County Department of Health
Will County Department of Health
(estimated) 17 other municipalities and townships
State of Illinois Department of Public Health
Bureau of Environmental Health

(7) CIVIL RIGHTS: 37 positions

City of Chicago Commission on Human Relations
State of Illinois Fair Employment Practices Commission
State of Illinois Human Relations Commission

(8) COMMUNITY IMPROVEMENT: 1,337 positions

City of Chicago Department of Human Resources
City of Chicago Committee on Urban Opportunity
City of Chicago Office of the Mayor
    Model Cities Program
Chicago Housing Authority

(9) LIBRARY SERVICES: 1,230 positions

City of Chicago Public Library
(estimated) 81 municipalities
18 special library districts

(10) PARKS AND RECREATION: 2,014 positions

Chicago Park District
135 special park districts
(estimated) 90 other municipalities

(11) PUBLIC HEALTH MAINTENANCE: 1,534 positions*

City of Chicago Board of Health
Cook County Department of Public Health
DuPage County Department of Health
Lake County Department of Health
McHenry County Department of Health
Will County Department of Health
State of Illinois Department of Public Health
(estimated) 60 other municipalities

(12) MEDICAL CARE AND TREATMENT: 5,910 positions**

City of Chicago Board of Health
    Contagious Disease Hospital
City of Chicago Municipal Tuberculosis Sanitarium
City of Chicago Commission on the Rehabilitation of
    Persons
Cook County Health and Hospitals Governing Commission
    School of Nursing***

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* Does not include township data.
** Public sector only, excluding Federal.
*** Provides nursing services for Cook County Hospital.

(12) MEDICAL CARE AND TREATMENT: 5,910 positions
(Continued)

Cook County Health and Hospitals Governing Commission
(Continued)
Cook County Hospital
Oak Forest Hospital
105 area hospitals
264 area nursing homes
DuPage County Convalescent Home
Lake County Convalescent Home
McHenry County (Valley High) Nursing Home
Will County (Sunny Hill) Nursing Home
DuPage County Tuberculosis Care and Treatment Board
Lake County Hospital
Lake County Tuberculosis Sanitarium
Will County Tuberculosis Sanitarium
State of Illinois Department of Mental Health
(positions in care of acutely ill)
State of Illinois Department of Corrections
(positions in care of acutely ill)
State of Illinois Department of Public Health
Chicago State Tuberculosis Sanitarium
Cook County Arthur J. Audy Home for Children
(positions in care of acutely ill)
Cook County Department of Corrections
(positions in care of acutely ill)

(14) EMOTIONAL AND BEHAVIORAL DEVELOPMENT: 3,341 positions*

City of Chicago Board of Health
Division of Mental Health
City of Chicago Commission on the Rehabilitation
of Persons
DuPage County Department of Health, Mental Health unit
Lake County Department of Health, Mental Health unit
Will County Department of Health, Mental Health unit
2 identified municipal mental health units outside
Chicago
State of Illinois Department of Mental Health
Drug Abuse Programs
Alcoholism Programs - Warren Clinic
Chicago-Read Mental Health Center
Elgin State Hospital
John J. Madden Zone Center
Tinley Park Mental Health Center
Illinois State Psychiatric Institute
Institute for Juvenile Research

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* Public sector only. No. 13, EDUCATION, was not surveyed.

(15) MENTAL DEVELOPMENT: (insufficient data)

State of Illinois, Department of Mental Health
    Illinois Pediatric Institute
    Private residential and day centers for retarded children

(16) CORRECTIONAL BEHAVIORAL DEVELOPMENT: 3,194 positions

Cook County Department of Corrections
    Cook County Jail
    House of Correction
Cook County: Arthur J. Audy Home for Children
Cook County: Office of the Chief Judge of the Circuit Court
    Adult Probation Office
    Juvenile Court of Cook County
    Psychiatric Institute
City of Chicago Department of Human Resources
    Division of Corrections
DuPage County Circuit Court
    Probation Services (combined)
Kane County Circuit Court
    Adult Probation Services
    Juvenile Probation Services
Lake County Circuit Court
    Adult Probation Services
    Juvenile Probation Services
McHenry County Circuit Court
    Probation Services (combined)
Will County Circuit Court
    Adult Probation Services
    Juvenile Probation Services
Lake County Youth Home
State of Illinois Department of Corrections - Adult Division
    Illinois State Penitentiary at Stateville
    Illinois State Penitentiary - Joliet Branch
    Field Services Division (parole and community services)
        Chicago Field Office
        Aurora Field Office
State of Illinois Department of Corrections - Juvenile Division
    Reception and Diagnostic Center, Joliet
    Reception and Diagnostic Center, Chicago
    State Training School for Boys, St. Charles
    State Training School for Girls, Geneva
    DuPage State Boys' School
    Valley View Boys' School
    Chicago Program Center
    Field Services Division (parole and community services)
        Chicago Field Office
        Aurora Field Office

(17) SOCIAL DEVELOPMENT (INCOME MAINTENANCES): 4,372 positions*

Cook County Department of Public Aid
State of Illinois Department of Public Aid
    DuPage County Office
    Kane County Office
    Lake County Office
    McHenry County Office
    Will County Office

(18) SOCIAL DEVELOPMENT (GENERAL)** 858 positions

State of Illinois Department of Children and Family Services
Office of the Chief Judge, Cook County Circuit Court
    Social Casework Services
    Juvenile Court of Cook County
Village of Oak Lawn, Social and Family Services
City of Chicago Board of Health
City of Chicago Department of Human Resources
Chicago Housing Authority

(19) VOCATIONAL DEVELOPMENT: 1,277 positions**

City of Chicago Municipal Tuberculosis Sanitarium
Cook County Department of Public Aid
State of Illinois Department of Labor
    Illinois State Employment Service
State of Illinois - Vocational Education and Rehabilitation
    Division of Vocational Rehabilitation

(20) CHILD CARE AND DEVELOPMENT: (Insufficient data)

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* Township relief not included at time of the tabulation.
**Public Sector only.

The tabulation of human service jobs in the Chicago metropolitan area at the cut-off date for this report, May 11, 1971, then, was as follows:

(1)	LAW ENFORCEMENT	22,133
(2)	FIRE PROTECTION	6,868
(3)	BUILDING AND PUBLIC WAY SAFETY	964
(4)	ENVIRONMENTAL CONTROL	610
(5)	ENVIRONMENTAL DESIGN	179
(6)	CONSUMER PROTECTION	265
(7)	CIVIL RIGHTS	37
(8)	COMMUNITY IMPROVEMENT	1,337
(9)	LIBRARY SERVICES	1,230
(10)	PARKS AND RECREATION	2,014
(11)	PUBLIC HEALTH MAINTENANCE	1,534
(12)	MEDICAL CARE AND TREATMENT	5,910
(13)	EDUCATION*	
(14)	EMOTIONAL AND BEHAVIORAL DEVELOPMENT	3,341
(15)	MENTAL DEVELOPMENT	
(16)	CORRECTIONAL BEHAVIORAL DEVELOPMENT	3,194
(17)	SOCIAL DEVELOPMENT (INCOME MAINTENANCES)	4,372
(18)	SOCIAL DEVELOPMENT (GENERAL)	858
(19)	VOCATIONAL DEVELOPMENT	1,277
(20)	CHILD CARE AND DEVELOPMENT**	
	TOTAL	56,123

* Not surveyed.

**Insufficient data.

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